



The College at
BROCKPORT
STATE UNIVERSITY OF NEW YORK

FACULTY/STAFF CONVOCATION

TUESDAY, AUGUST 22, 2017

PRESIDENT HEIDI MACPHERSON

THE COLLEGE AT BROCKPORT, STATE UNIVERSITY OF NEW YORK



Welcome to the new academic year! I am so glad we can all gather today to talk about what the new year brings, as well as to reflect on some of last year's achievements. I want to begin by thanking my colleagues who have spoken today for taking on the important job of shared governance: they are all volunteers, and I am truly grateful to them for agreeing to share the leadership journey with me. I am also grateful to you for electing them to serve. We are Building a Better Brockport together.

You will hear me say those words a lot over the coming years. Building a Better Brockport is the title of our new strategic plan. We are building meaningful lives and vibrant communities; that is the vision that holds the plan together. Our plan, which had a great deal of input by our college community, is centered around four values, four goals, and several measures of success. Fundamentally, to build a better Brockport, we are focused on Community, Engagement, Excellence, and Transformation. We have revised our mission statement to read: "The College at Brockport is an inclusive learning community that inspires excellence through growth, engagement, and transformation." And our goals are easy to remember, if perhaps not simple to achieve:

- To be a great college at which to learn
- To be a college engaged with its community
- To be a sustainable institution for the 21st century
- To be a great college at which to work.

Over 900 people took part in the planning and discussions around our new strategic plan, and BSG, College Senate, the Alumni Board, the Foundation, and College Council all offered resolutions in support of the final plan. A draft of it was unveiled last January at the first ever College Leadership Summit, a gathering of all directors, deans and chairs, and they gave great feedback on what we had missed in our planning and what we should illuminate further. Everyone on campus had the opportunity to respond to surveys and town halls, and I want to thank those who did contribute, especially those who challenged us to make it better. I think we did a pretty good job, collectively, and I would be grateful if the members of the strategic planning committee and the various subcommittees, including the operational plan subcommittee, would now stand and be recognized for your commitment, enthusiasm, and energy.

I recognize that there is an inevitable skepticism that a new plan makes any difference to the institution, but let me tell you why I think it will make a difference to us. It's because resources follow planning. Last year at this time I promised we would launch a strategic initiative fund—and we did. In fact, we launched two: the Investment Fund for the Future and the Investment Fund for Core Needs. We recognized that some investments are forward looking—or even speculative, but could make a substantial difference to our future. Other needs help us to build a better Brockport—quite literally in some instances, and there's a need to invest in both.

Of the 29 Investment Fund for the Future proposals submitted, 13 were funded in full or in part for a total of over two hundred thousand dollars. They included, amongst others, Supporting Expansion and Academic Success of Biology Service Courses, a Brockport International Film Festival, Exploring Alternate Majors In Health and Medicine, an Equity, Diversity and Inclusion Certificate initiative, work on international networked courses, and partnership outreach initiatives. We also funded a Campus-Wide On-Line Payment Solution and a new sidewalk sweeper that will help to make this campus a great place to learn and work. We funded everyday wheelchairs for campus activities, health-related library resources and upgrades, and an Erie Canal Interdisciplinary Research Lab, to coincide with the 200th anniversary of the Erie Canal.

Of the 36 proposals submitted for core needs, 22 were funded in full or in part for a total of almost three hundred thousand dollars. This included microscopes, a chemical inventory system, technology for the classroom, various facilities projects, including new public seating in Edwards, upgrades for the tv studios, and new flooring for the athletic training clinic. We also invested in people, including funding for the Opening Doors Diversity Project and our own leadership development program.

All of the funded projects can be found on our website. I could read out the whole address, but it's probably easier if I just say, go to the home page, and type investment funds into the search box. You'll see what kinds of projects were successful, and next year, you'll get a chance to view an update on their progress against plans. We found there were needs we could address that we didn't know we had—and projects we could seed fund to see what they might grow into. We said we'd do it, and we did.

So yes, I do think having a plan can make a difference, because without that call, 35 projects wouldn't be on the go. When we made hard budget decisions just over a year ago, I said it couldn't all be about cuts—it had to be about reinvesting, and growing. And I'm

happy to see the fruits of that work. I want to thank a number of people for their hard work, and ask them to stand: Beau Willis, Karen Riotto and Crystal Hallenbeck, who worked with the initial idea for the investment funds and came up with a plan to implement them; Pat Maxwell and Laurie Smith who engineered the MachForms and did a lot of the behind the scenes work; and the Budget and Resource Committee, who worked so diligently to review the proposals. Thank you.

So what do the four main goals mean in practice?

To be a great college at which to learn, we are continuing to work on the new academic success center, and by this time next year, the new residence hall will be complete. But the work we're doing isn't just on the physical campus. We have been successful in getting to stage two of various SUNY grant opportunities, including working on internship opportunities, two diversity projects, working with assistive technologies to help students with special needs, and continuing our completion project. In fact, our completion project, which reaches out to nearly graduated students who have walked away from Brockport, to help them find a pathway to their degree, has already resulted in 251 new graduates and 42 students registered for classes this fall semester. The College has been awarded the 2017 "National Outstanding Advising Program" from NACADA: The National Academic Advising Association, as a result of this work, and our completion specialist, Nathan Hendrickson, who works in the Vice Provost's Office, will accept it on behalf of the College.

In order to be a great place to learn, we're looking at ways to collaborate across divisions. In one example, the Academic Planning Seminar Summer Reading program and the Annual Diversity Conference will share a speaker this year, so that students' learning on the crucial topics of diversity and inclusion are seen as a continuous and integrated part of building community at Brockport.

And we're launching a variety of new academic programs this year, including the Graduate Certificate in Aging Studies, a new stand alone major in Alcohol and Substance Abuse Studies and a combined bachelors-masters in Psychology. We have also—finally!—been approved to launch the new MBA, with the first cohort coming to us next year. We are also preparing to launch two new nursing programs in 2018: a 1+2+1 combined program with Monroe Community College, and a Masters in Nursing (family nurse practitioner). A number of other proposals are finding their way through the process of review and approval either at SUNY or state education, including a poverty studies certificate, and the Masters in Education in Community Health and in Higher Education Administration. I am grateful to everyone who has worked so hard on these proposals. Over the last year, the Vice Provost led a review of graduate education, and I'm pleased to see so many ideas coming to the fore here, to help make Brockport a great college at which to learn. Our Center for Graduate Studies has worked exceptionally hard this year and we've seen a significant rise in the numbers of graduate students depositing and registering as a result of their proactive efforts. Thank you.

In order to move forward on being a great college at which to learn, I've asked Interim Provost Jim Haynes and Vice President Katy Wilson to co-chair a committee to focus on the measures of success for this goal and to report in to our new Joint Planning and Budget Committee. A call for membership will be sent out next week.

To be a College engaged with its community, we are working on a number of fronts, including with our town-gown committee. Over the last year, Walk Bike Brockport became affiliated with the town/gown. Co-chaired by Elizabeth Lenz and Pamela Haibach-Beach, Walk Bike Brockport has undertaken a number of projects, such as beautifying the entrance to the village, welcoming over 700 cyclists for the New York Cycle the Erie Canal ride in July and offering a bike rodeo at the Brockport Arts Festival.

We are also working on other connections, and have submitted a grant to develop a comprehensive waterfront revitalization plan with the Village of Brockport and the Town of Sweden for approximately two miles of shared contiguous waterfront along the Erie Canal. Our grant application includes, in the preliminary phase, the development of 1000 yards of the College's waterfront along the Canal to improve public access and to support the development of the Interdisciplinary Research Laboratory I mentioned earlier: an experiential faculty/student collaboration encompassing multiple fields of study. Through this project, we seek to strengthen the public's understanding of the canal as a unique and world-class asset of the State of New York, especially relevant this year as we celebrate its centenary. I was privileged to moderate a panel on the canal for the Canal Corporation this past summer, and I will continue to do what I can to raise the profile of the College regionally and beyond.

The College partnered with the Rochester City School District again this year to provide a six-week summer enrichment program on campus. Led by Assistant Professor Kathy Olmstead and assisted by Lecturer Allison Wright, children engaged in academic study every morning, and experienced enrichment opportunities such as swimming lessons, music lessons, dance lessons, sports and working with computers each afternoon. Students also received daily small group literacy instruction from Brockport's MEd students.

This past year we also co-hosted the Many Faces of Poverty Conference with the Brockport Central School District, and there are plans to have a second conference in this coming spring. This continued the good work we are doing on many fronts to help combat both urban and rural poverty.

We're also looking forward to relocating many of our MetroCenter activities to the REOC by the end of this academic year. The top floor of the REOC will house our Rochester-based graduate programs starting in August 2018, and lead to even greater synergies between Brockport and the REOC, support the work we're doing through our RISE network, which was funded by SUNY last year, and contribute to a pipeline of degree in place students.

In relation to the business community, Brockport's Small Business Development Center provided 3,248 hours of counseling to over 487 small and medium sized enterprises in the Finger Lakes region, helping create or save 286 jobs and assisting their clients in securing \$12.8 million in external funding. Furthermore, almost 35% of SBDC clients came from underrepresented minority groups and 42% of the businesses were women-owned, representing a substantial contribution by the School of Business and Management to the College's efforts towards Equity, Diversity and Inclusion.

Dean Bhadury and the school have redoubled their efforts to engage with the community in other ways, too, and this past year, faculty worked with students on projects for Pettis Pools, Bonduelle,

Brockport Rowing Club, Citibank, Highland Hospital, Subway, Vivus Technologies, CRFS and Lifespan. Similarly, faculty in the School of Education, Health and Human Services recorded 6000 hours of engagement with hospitals and clinics, schools and other institutions, assisting our students in their learning, and raising the profile of the College as a result. As a result of their efforts, students from this school engaged in an astonishing 587,991 hours of community engagement. I think you'll agree with me that this is a very impressive achievement, and shows why we are already a college engaged with its community, and why we wish to remain so.

In order to move forward on being a college engaged with its community, I've asked Vice President Mike Andriatch to chair not only an Economic Development and Partnerships committee, but also a wider committee that will, amongst other things, review the measures of success for this goal and to report in to our new Joint Planning and Budget Committee.

To be a sustainable institution for the 21st century, we will complete the north campus revitalization project this year, and commence a review of our overall master plan for facilities, always keeping in mind our environmental obligations and our desire to achieve the best results in terms of universal accessibility. We will also return to our Sustainability Tracking, Assessment and Rating System work, or STARS as it is known. We achieved silver rating in 2012, but we let that designation expire. Over the lifetime of the strategic plan, we aim to be reaccredited by STARS and then maintain at least silver, if not a higher STARS level.

To be a sustainable institution, we will also work on a number of fronts including risk management, emergency preparation, and business continuity plans. This behind the scenes work may not seem very sexy, but it ensures our long term viability, safety and security.

Perhaps most importantly, we will continue to look for other ways to support our students. I'm so pleased to report that this year we received \$4.11 million dollars in support through our Foundation, up almost 35% from the year before. In December 2016, we held our first ever gala, which raised \$150,000 for student support for undergraduate research and scholarships, and we are having a second event on December 2nd in Rochester (so mark your calendars!). Our endowment is growing and we are able to provide more scholarships as a result. Before the last fundraising campaign, we had 280 privately funded scholarships to offer, whereas now we give out almost 400 every year, worth \$470,000. There is a very real benefit to our students from the work that advancement does to raise funds in cash and in planned giving, and I want to thank all of you who contribute to our faculty and staff campaign for helping to build a better Brockport.

In order to move forward with being a sustainable institution for the 21st century, I have asked Vice President Beau Willis to lead a committee to help us achieve our goals and to report in to our new Joint Planning and Budget Committee.

To be a great college at which to work, we are investing in success. Last year I promised we would do a salary review, and this work has commenced. We are looking at nationally normed data and working to ensure that as we recruit new talent to the College, we also fairly compensate our faculty and staff who have long served our campus. This work will be ongoing and I expect to be able to share progress on this project throughout the year.

We know from the latest survey of faculty—the national COACHE survey, that two-thirds of our faculty said they'd choose Brockport again if they were starting over. That is higher than the last time we undertook this survey in 2012, and comparable to our cohort and peer institutions, but I think we can do even better the next time around. I commit us to finding ways to ensure that we are doing everything we can to make Brockport a great place to work. The results of the COACHE survey are still being analyzed, but they will be shared with College members early in the semester. Drilling down into the details of the survey will be a focus of the Great Place to Work subcommittee, to be chaired by Chief Communications Officer Dave Mihalyov. One of the ultimate goals of this committee is to position us to achieve the Great Colleges to Work for designation by *The Chronicle of Higher Education*—not as an end in itself, but as a way to measure what we're doing well and what we can improve on. Some of our local colleges have been successful in this venture, and their presidents have told me how insightful the process was to go through, and how it helped them to focus time and energy on the things that make the largest difference to the people that matter most in successful organizations: you.

Certainly one of the areas that is a focus of the COACHE survey is leadership, which is why I am glad that our Investment Fund for Core Needs was able to support a new leadership development program on campus, to complement the work that has been done by both HR and CELT, our Center for Excellence in Learning and Teaching, as well as the new orientation programs and new internal promotion programs launched over the last two years. I am committed to ensuring we do everything we can to develop strong leaders on campus, at every level. As the author Simon Sinek notes in a TED talk on leadership, "Leadership is a choice, not a rank."

To be a great college at which to work, we will continue to do all we can to recruit high quality students at both undergraduate and graduate level. The new Excelsior Scholarship has been implemented this year, and no doubt over the next few years we'll see an impact on student recruitment in terms of both quantity and quality. The students on this scholarship will be motivated to graduate in four years—the scholarship requires it of them—so I think we'll see more focus and commitment from students as a result.

Of course, all of these four overarching goals are intertwined: the facilities upgrades we do to make this a great place to learn ultimately make it also a great place to work (recognizing, of course, some discomfort along the way). BASC supports many of the goals in its work with students, faculty, and the community, and it is no surprise to me that they achieved their highest ever customer satisfaction score during the last academic year, through the National Association of College and University Food Services survey: 4.18 out of 5—well above the industry average! And let's not forget that the Student Union handed out 123,600 bags of popcorn last year, which surely increased traffic in the union and worked to build community, too! While we are a great place to work over the summer, we are a better place to work when the free popcorn returns in the fall.

Last year we successfully launched *The Port*, our new online magazine for faculty, students, alumni and the community, and we also launched the Hey Heidi button on the website, which allows individuals to ask me a range of questions. (Most, so far, have been about facilities, but I've also been pleased to find that individuals have offered great ideas for improving the campus or our culture, and

many of these suggestions have been taken up or will be introduced soon.) Presidential office hours and Town Halls will continue this year, and we are re-introducing the Budget Town Halls to keep the community aware of our overall fiscal health, which is on a much-needed upward trajectory. We will continue to communicate internally—and externally—and do all we can to let others know of our successes.

Last year I was able to talk about a range of faculty and staff successes, including excellent grant capture. Certainly this year we have also done well, achieving \$5.1 million in new or ongoing grants. Some significant grants include Mike Kozub's ongoing Department of Education award for 1.2 million for adapted physical education; Dr. Osman Yasar's 1.2 million dollar grant over three years that looks at mobile apps and their opportunity to increase STEM students' retrieval of information; Gwendolyn Meehan's 1.5 million dollar award for our Upward Bound TRIO program, extending it to 2022; our C-STEP program which regained funding this year of over half a million dollars, thanks to the efforts of Barbara Thompson; the REOC's Supplemental Nutrition Assistance Program, or SNAP, award of 2 million dollars; Dr. Jacques Rinchar's two grants totaling more than \$323,000 for research involving the Great Lakes, and a collaborative effort between the departments of Public Health, and Healthcare Studies, and the Hazen Center for Integrated Care, which led to a \$554,000 grant from the New York State Office of Alcoholism and Substance Abuse. I can see some of you in the room who want to raise your hands and tell me that the figures don't add up but that's because not all of the grant money comes in each year—often these large awards are spread over 3 or 5 years, which means our good news will continue for the foreseeable future.

Altogether there were 89 significant grants awarded or retained this year. This figure does not even include the individually awarded, prestigious fellowships such as Dr. Alison Parker's year-long fellowship at Emory University. Our colleagues are making a difference to the lives of their students and to their academic and scientific communities with their studies. Perhaps there's no better way to see this than to reflect on the Celebration of Brockport Faculty and Staff Scholarship event that took place at Drake Library in April. Our community celebrated the publication of over 200 journal articles, books, and book chapters as well as 123 creative works by faculty and staff, and I want to thank Drake Library and our librarians for putting together the event, the displays and the book signing. I would be remiss if I didn't also acknowledge how our research makes a difference to the lives of those around us. The National Scleroderma Foundation will be awarding Ginny Orzel the "Messenger of Hope Award" for her documentary short film "Scleroderma: The Truth" on October 14th at the REOC. They are recognizing her for raising the bar on awareness and providing a better understanding of this difficult disease.

I'd like to take a moment to remind you of last year's Chancellor Award Winners from across campus and ask them to stand if they are present.

For Excellence in Classified Service, Ms. Susan Derry
For Excellence in Teaching, Dr. Alexander Lyon, Dr. Jessica Sniatecki, and Dr. Jie Zhang.

For Excellence in Scholarship and Creative Activity, Dr. Christopher Norment

For Excellence in Professional Service, Dr. Karen Logsdon and Ms.

Kim Myers

For Excellence in Librarianship, Mr. Charlie Cowling

For Excellence in Adjunct Teaching, Ms. Helen Cheves and Ms. Mary Jo Iuppa

Congratulations on your awards. Thank you! There are some new faces on campus this fall, or people in new positions. I want you to be able to put names to faces, so as I call your name, if you are here, I would be grateful if you could stand.

Dr. Cephas Archie, our new Chief Diversity Officer

Danielle Drews, Assistant Athletic Director

Kevin Rice, Director of the Physical Plant

And people in new roles:

Bob Cushman, Chief Information Officer

Jose Maliekal, Dean of Arts and Sciences

Tom Hernandez, Dean of Education, Health and Human Services

Soon to be joining us is George Sipos, as our new Director of International Education. We have 4 newly promoted Professors: Ann Bunch, Pamela Haibach-Beach, Elizabeth Heavey and Kristin Heffernan. Please stand.

We also have 125 new faculty and staff who joined us over the last 12 months. Will you please stand and be recognized by your colleagues?

This is an exciting time of year. Our students will be here soon—many have already arrived. They are anxious and excited about their college experience. They are why we are here. Please know that I know that it is all of you who help them achieve their dreams. By doing the work of building a better Brockport every day, you build meaningful lives and vibrant communities, and I couldn't be more honored to serve as your president.

Thank you so much for all that you do.

Enjoy the 2017-18 academic year!

